

17 February 1947

MEMORANDUM FOR: CHIEF, ICAPS

SUBJECT: Development of Personnel Procurement and External Research Programs through Exploitation of American Institutional Possibilities

I. Possible Programs

1. External Research Programs to be sponsored and developed by selected universities and research institutes under CIG general supervision:

- a. With all personnel and facilities provided by sponsoring agency.
- b. With supervisory or all personnel provided by CIG.
- c. With foreign resident personnel, supervised by a U.S. sponsoring agency.

2. Designation of expert area and subject advisors to furnish general guidance in personnel and research programs on an absentee part time basis.

3. Foreign study programs for selected graduate students to be financed by CIG with a view to employing such students permanently upon completion of studies abroad.

4. Foreign study programs for selected CIG employees, integrated into program covered by 3 above, to improve their professional value to CIG.

5. Interim "interns" programs involving temporary employment with CIG in Washington of selected graduate students for periods of from three to six months between terms of university study, with a view to later permanent employment upon completion of graduate work.

6. Overall personnel procurement program to be tied in with problems listed above.

II. Discussion

- 1. a. It will be to the advantage of CIG to encourage the development of and to utilize to the extent possible, foreign area research and study programs in American universities. Such action would make available to CIG a wealth of material, and the product of research activities directed and developed by the outstanding minds of the country. It would also

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provide a training ground from which CIG career personnel could be selected, and in addition, develop a continuing nationwide understanding and support of CIG aims and principles in a field of greatest potential usefulness to us.

b. For security reasons, and to insure the highest type of product, it will be desirable to limit CIG interest and support to a selected few schools whose facilities, faculties, and individual graduate student requirements are of an exceptionally high order.

c. To avoid excessive criticism and to obtain a wide cross-section of analytical study and thought, at least one school in each large general area of the country should be included (East, Central, West, Far West, Southeast, and Southwest).

d. Several suggestions for the development of these programs have been advanced to date, which appear to fall into three general classifications:

(1) CIG to assist in preparing program outlines and provide such occasional personal supervision in the development of studies as will insure their ultimate value to CIG. In such cases all personnel and facilities would be furnished by the school concerned, and very little, if any, financial support would be required.

(2) CIG to furnish a major portion or all of the personnel required, utilizing facilities and material of the school concerned. In such cases the development of each project would normally be under the general supervision of a selected expert member of the school faculty and would generally involve some financial compensation for him, as well as provision for certain costs for supplies and facilities not otherwise readily available.

(3) CIG to designate and subsidize a U.S. sponsoring agency to produce specified area studies, involving expert knowledge and materials not readily available in the United States, through

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utilization of foreign research experts who are resident in the areas concerned. In such cases it would be necessary for CIG to provide complete outlines, complete financial support, and to maintain very careful and detailed general supervision over the development of each study to insure an adequate return for our support.

e. Each of the above three categories of external program development has merit if individual program needs of CIG are very carefully reviewed prior to utilizing those indicated in d (2) and (3). Major emphasis should be placed on encouraging the development of foreign area research programs as a normal part of the graduate study programs of selected schools. Such emphasis will involve less expense and greater long range overall good to CIG.

2. a. The question of whether CIG should attempt to establish a group of expert advisors from among the most qualified experts in the country on foreign areas and functional subjects is to some extent controversial. The problems of selection and security are considerable. Conflict of thought, and known general desire among scholastic authorities for public recognition, at least among their own kind, provide possibilities for real embarrassment. However, the possibilities of real value to CIG in establishing such a group are strong enough to warrant a thorough investigation and a carefully planned and supervised effort to make it work to our advantage in keeping our research program vital, forward thinking, and offsetting bureaucratic habits of thought and operations.

b. CIG has several lists of expert authorities, both on foreign areas and on functional subjects, given to us by [] of Contact Branch and [] of Stanford University. We should decide, on both an area and functional basis, the expert advice we desire, and through

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contact with current lists and additions which can be obtained from other sources, decide on the individuals best suited to meet our needs who will be willing to assist us in developing our overall research and personnel procurement programs. Areas and functions should, in general, coincide with ORE organization, and expert advisors should be connected with institutions which we plan to use in developing foreign area research programs.

c. Program guidance by selected experts can very well include:

- (1) Review of unclassified CIG products
- (2) Recommendations for studies and source materials
- (3) Recommendations of qualified personnel for CIG employment or external utilization
- (4) Occasional consultations with CIG in Washington

3. a. Our research and evaluation program must be kept live, objective, and abreast of current foreign events. Actual foreign experience on the part of our research personnel is essential to this end. An initial means of partially establishing a current continuity of thought and analysis based on actual field observation is the selection of outstanding graduate students who have taken their degrees in international and foreign regional subjects, and providing for a period of further study abroad with a view to employment with CIG upon completion of such study.

b. Selection should normally be restricted to a given number of students from each school designated to carry on research programs under CIG guidance, and should be based on proven mental ability and recommendations of our designated expert advisors.

c. Support should be on the basis of a one-year probationary contract, providing a low level salary, transportation to and from the area concerned, designation of conditions of study including assistance in making advance arrangements for study at foreign universities, outline study guide, and provision for reporting progress periodically.

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[REDACTED]

[REDACTED] Upon the expiration of the year's probationary contract, determination should be made of the suitability of each individual concerned for permanent employment with CIG if individual desires such employment.

4. a. CIG employees assigned as foreign area or functional research and evaluation experts should be afforded periodic opportunity to go abroad for brief refresher periods in studying the areas or subjects for which they are responsible. Only by this means can they maintain the highest quality of an objective product in their fields. Constant dependence over a period of years on only the information provided through other sources will tend to develop biased trends and habits of thought which could result in actual harm to the CIG intelligence product. A fresher and more factual, unbiased viewpoint would result from occasional trips abroad.

b. Such trips could be handled without undue publicity by including selected individuals with graduate students under the plan indicated in paragraph 3 above.

5. a. As a preliminary to selection of graduate students for probationary study abroad upon completion of graduate work in U.S. universities, and to provide a try-out system for selection of permanent employees immediately upon completion of graduate work at home, provision should also be made for a CIG "interns" program during interim periods between terms of university study.

b. Students for this program should be selected in the same manner as those for study abroad (see paragraph 3b above).

c. Support would be provided by temporary employment for three to six months' periods between graduate courses at a low grade level,

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preferably P-1. The capabilities of such students could be carefully assessed during the temporary employment period, and special guidance during the balance of their graduate studies arranged for those considered suitable for later CIG permanent employment, either with or without a period of study abroad.

6. The advantages of the programs discussed above to our personnel procurement problems are so obvious as to require no discussion.

III. Internal Problems Involved

1. Approval by the Director of Central Intelligence for the development in detail of any or all of these programs. A great deal of carefully supervised planning and contact work is involved in each program. None of it should be undertaken without the initial approval of the Director of the principle recommended in each case. Considerable embarrassment could result otherwise.

2. Security will present a major problem, particularly if too rigid a standard is imposed on external relations. With some elasticity, and careful attention to the type of information divulged, this can be worked out without real danger of compromising CIG.

3. Budget and personnel limitations will necessarily be the governing factors in developing these programs.

a. By supporting selected students for foreign study through actually hiring them as CIG employees, our personnel problem will be personnel ceilings. These can be adjusted on a training basis without divulging the purpose to the Civil Service Commission. It may, however, be necessary to use special funds for travel abroad.

b. Personnel requirements where foreign travel is not involved can be met through ceiling adjustments also, and by hire of consultants where permanent employment is not involved.

c. Other budgetary considerations would be dependent on priorities within programs, and action by the Project Review Committee. This will necessitate planning an overall external research support program, and

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establishing priorities for actual development in case the whole program cannot be immediately supported financially.

IV. Recommendations

1. That the Director approve the development of each of the programs discussed above.

2. That immediate action be taken by ICAPS, in coordination with the Assistant Directors, to:

a. Determine which universities should be contacted with a view to establishing or developing area and functional research programs to fit in with CIG requirements.

b. Determine and designate area and functional expert advisors.
(Draft of initial letter attached)

3. That the Assistant Director for Reports and Estimates be called on to furnish recommendations for (including estimated cost):

a. An overall external research program, in order of priority of importance for development.

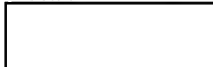
b. Number of graduate students to be sent abroad annually, study program for such students, and reports desired by CIG.

c. Number of CIG employees to be sent abroad annually, areas and functions involved, period of absence involved, and outline of program for each to follow.

d. A program for "interim internes", including numbers desired at any one time.

4. That the Personnel Division be called on to furnish a personnel procurement program fitting into the programs outlined above.

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10 Inclosures

- Incl 1 - Draft of letter to area and functional authorities
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- Incl 2 - Report by [] on personnel procurement possibilities
dated 14 January 1947
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- Incl 3 - Report by Mr. Edgar on visit to Hoover Library with 2 inclosures
(Letters from [] dated Jan 7 and 16, 1947)
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- Incl 4 - Memo from [] re government fellowships dated 7 Feb. 1947
- Incl 5 - Memo from [] re fellowship grants by private institutions dated 3 Feb. 1947
- Incl 6 - Memo from Asst. Director for Reports and Estimates re research
project on Latin-American Republics dated 29 Jan. 1947
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- Incl 7 - Letter to [] from [] of Harvard relative to
summer employment of graduate students, dated 22 Jan. 1947, and
reply thereto dated 29 Jan. 1947. 25X1A
- Incl 8 - Memo from Asst. Director for Reports and Estimates relative to
development of training program for CIG prospects at Princeton
dated 9 Jan. 1947
- Incl 9 - Memo from Mr. Pferzheimer re proposal of [] of Yale
relative to sending graduate students abroad dated 10 Dec. 1946 25X1A
- Incl 10- Letter from [] of the University of Pennsylvania and
CIG comments relative to development of an external research
program 25X1A

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Enclosures missing